

Missouri Army National Guard Strategic Plan



31 July 2012

APPROVED BY:

A handwritten signature in black ink, appearing to read "Stephen L. Danner", is written over a horizontal line.

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Major General, MONG
The Adjutant General

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EXECUTIVE SUMMARY

The Missouri National Guard will achieve a "quantity of quality" formation. With the implementation of this strategic plan, there is no longer a quantity versus quality conflict. We must retain quality Soldiers. Quality is defined by those who meet the minimum qualifications for membership (all the time) and who are continuously progressing from qualified to proficient at each grade/rank-level. This methodology will result in personnel turbulence we are willing to accept. The organization is already settling out under this philosophy, command guidance and influence.

The "quantity of quality" philosophy emphasizes a rigorous approach to following law, regulation, policies, core values and fair processes. As an organization we expect physical fitness, personal accountability, and morally and legally acceptable behavior on duty or off.

An organization with high expectations is a worthwhile organization. Missouri Army National Guard Commanders will set high personnel readiness expectations and Soldiers will rise to those expectations. Paper-readiness will not be tolerated; Green means something in Missouri. The MOARNG is resourced to basic levels of Soldier, team, crew and squad/squad-equivalent levels of training. The MOARNG will shift the organization into a new era by setting expectations at or only slightly higher than resourcing levels. The MOARNG will not set unreasonable expectations for company, battalion or brigade-level training proficiency.

The MOARNG will re-establish its social contract -one weekend a month; two weeks a year- with Soldiers, employers and Families. The MOARNG will achieve personnel readiness within its allocated "39-day" resource levels. It will prioritize personnel readiness over collective training proficiency. Training plans will not emphasize collective training proficiency above squad or staff levels unless units have met personnel readiness standards and received externally provided incremental funding. The organization will shift resources from "fixing" the organization to "sustaining" success, continuing improvement and enabling programs to improve Soldier availability.

MOARNG Senior Leaders will extend top cover needed to implement this philosophy. Leaders will empower the organization to produce a culture of readiness.

MISSION

The Missouri Army National Guard organizes trains and prepares a family and community based force of ready citizen Soldiers as units to defend and serve the people of Missouri and the United States of America.

VISION & VALUES

Vision

We are a recognized community and national leader in Soldier and family readiness, possessing agile and effective units capable of responding to changing demands.

Values

- a. Soldier and Family focused
- b. Honor in all we do
- c. Opportunities for all
- d. Willing to learn

- e. Meeet changing demands
- f. Empower and mentor

GUARD

STRATEGIC GOALS

- Goal I: Achieve a “Culture of Readiness”**
- Goal II: Empower the Organization**
- Goal III: Optimize Responsible Resources Management**

These Three (3) goals serve as overarching priorities to transform the Missouri Army National to its visional state. There are currently six (6) Long Term Objectives (LTOs) designed to support strategic goal attainment. These LTOs, along with supporting action plans, clarify how the organization will accomplish each goal. To ensure an adaptive planning effort, leadership will review, and refine as appropriate, LTOs annually. To speed responsiveness, leadership will adjust action plans as needed throughout the year.

GOALS & LONG TERM OBJECTIVES

GOAL I: Achieve a “Culture of Readiness”

Intent: To instill readiness as the guiding principle characterizing the MOARNG, producing organized and ready military units. Individual Soldier and Family Readiness (ISFR) is the fundamental building block of ready military units. This culture supports the ability to rapidly transition from individual to collective proficiency.

(LTO 1.1) Continuously provide an effective Comprehensive Soldier Fitness Program service. NLT 01 OCT 13 (Lead Directorate: FWS)

| Metrics | | | |
|--|-------|----------|------|
| Scorecard Area | Green | Amber | Red |
| Programs/Services are sufficient to meet demand. Green: Amber etc (MRT, Fitness Coordinator, TRS, Behavioral Health, ESGR, etc...) | 90%+, | 90%-80%; | <80% |

(LTO 1.2) Maximize comprehensive unit level Personnel Readiness. NLT 01 OCT 13 (Lead Directorate: G1).

| Metrics | | | |
|--|----------|-------------|------|
| Scorecard Area | Green | Amber | Red |
| Unit USR “P” rating | P1 or P2 | P3 | P4 |
| % State MTOE AA units meeting “Green” adjusted Assigned Strength levels. | ≥70 | <70% to 54% | <54% |
| % Adjusted State MTOE FSA meeting "Green" Assigned Strength levels. | ≥70 | <70% to 54% | <54% |
| % State MTOE AA (non-Reset) units w/ Available ≥P3 | ≥70 | <70% to 54% | <54% |
| % State MTOE FSA (non-Reset) w/Available ≥P3 | ≥70 | <70% to 54% | <54% |
| % State MTOE AA units (non-Reset) w/DMOSQ ≥P3 | ≥70 | <70% to 54% | <54% |
| % State MTOE FSA (non-Reset) w/DMOSQ ≥P3 | ≥70 | <70% to 54% | <54% |
| % State MTOE AA (non-Reset) units w/Senior Grade ≥P3 | ≥70 | <70% to 54% | <54% |
| % State MTOE FSA (non Reset) w/Senior Grade ≥P3 | ≥70 | <70% to 54% | <54% |

Strategic Goal 2: Empower the Organization

Intent: To provide the methods, capabilities and environment that will enable our leaders and members to accomplish the mission.

LTO (2.1) Foster a non-retribution environment to encourage innovative, proactive and responsive ownership NLT 01 Oct 2017 (Lead: COS).

| Metrics | | | |
|--|-------|---------|-----|
| Scorecard Area | Green | Amber | Red |
| Annual Reduction in I.G. complaints alleging retribution or abusive Team Leader Level & Above Behavior | >10% | >1-<10% | <1% |
| Annual Reduction in command climate survey results indicating retribution and abusive Team Leader Level & Above Behavior | >10% | >1-<10% | <1% |
| Annual Reduction in E.O./EEO complaints alleging retribution or abusive Team Leader Level & Above Behavior | >10% | >1-<10% | <1% |

(LTO 2.2) Achieve a diverse force that resembles state demographics NLT 01 OCT 2017 (Lead Directorate: G1).

| Metrics | | | |
|---|-------|-------------|------|
| Scorecard Area | Green | Amber | Red |
| Ethnic minority promotion list rates statistically comparable to majority ethnic rate | ≥90% | <90% - ≥80% | <80% |
| Gender minority promotion list rates statistically comparable to majority rates | ≥90% | <90% - ≥80% | <80% |
| MOARNG ethnic diversity matches state recruitable* demographics | ≥90% | <90% - ≥80% | <80% |
| MOARNG gender diversity in unrestricted units MOS's match state recruiting demographics | ≥90% | <90% - ≥80% | <80% |

* Recruitable is defined as meeting military entrance requirements (i.e. age).

Strategic Goal 3: Optimize Responsible Resource Management

Intent: Align and prioritize required resources to support Strategic Goals attainment.

LTO (3.1) Annually; acquire, align, and manage budgeted funding in accordance with Senior Leader's Integrated Priority List (Lead: COS).

| Metrics | | | |
|--|-------|-------|------|
| Scorecard Area | Green | Amber | Red |
| % MTOE units scoring in SRC top third for all "available" categories on Commander's Personnel Status Report. | ≥90% | ≥80% | <80% |

LTO (3.2) Annually; acquire, align, and manage non-funding resources in accordance with Senior Leader's Integrated Priority List (Lead: COS).

| Metrics | | | |
|---|-------|----------|------|
| Scorecard Area | Green | Amber | Red |
| The percent of MOARNG facilities within ±10% of occupancy standards(auth strength/site capacity) | >90% | 90%-80% | <80% |
| The percentage of units with FTUS below directed standards allocations | >90% | 90%-80% | <80% |
| % MTOE units scoring in SRC top third for assigned strength on Commander's Personnel Status Report. | ≥90% | >80% | <80% |
| Percentage of units conducting annual training within Missouri | ≥85% | <85%-80% | <80% |